



economic
development

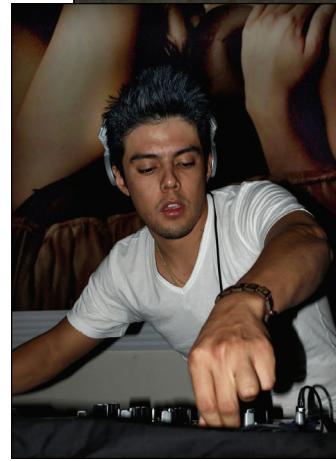
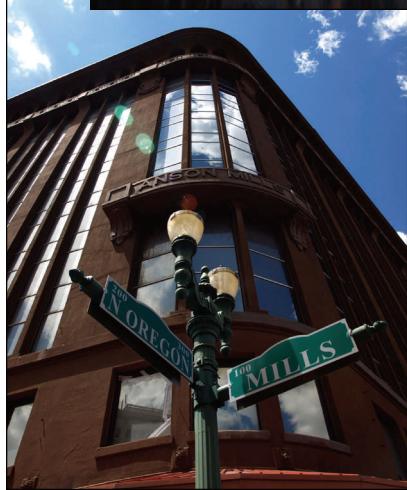
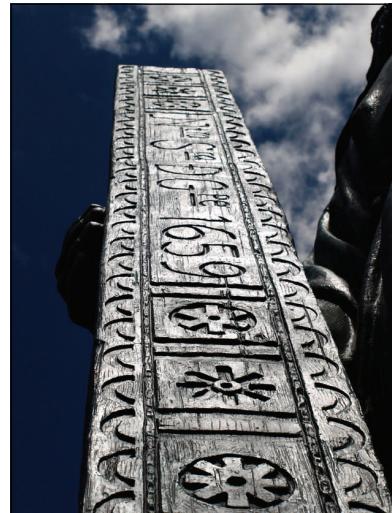
2008 annual report

**IMPROVING
El Paso's economy
through
job creation
& revitalization**



**We make El Paso a better place to
live, work and play through revitalization
and improve the local economy
by making El Paso a better place
to start, grow and locate businesses.**

2008 annual report



John M. Edwards	Edgar Mireles	Charles P. White	Howard Hall
Gordon Edwards	James E. Flores	Fred Morris	Francis Fugate
Lorraine Harlan Hughes	John Board	Glenda Gammie	S.L.A. Marshall
Betty J. Juan	Lebbie Peavy Hawley	Kim Devereux	John McHugh
Aristide Casimiro	Clark Cooperhead	Winfred Downing	Margaret Jones
Abraham Villaseca	Charlotte Teel	Ann Soothill	Habibah Wadly
Bryan Woolsey	Oscar Zeta Acosta	Tony Caneo	David Donald Norie
Geronimo Garcia	George Alvaro	Bern DeVitt	W.H. T.S. Vernon
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Amelia M. Mihell		Mary A. Sarber	N. Gordej

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FY 2008 Goals

	<u>Goal</u>	<u>Actual</u>
Job Creation		
New Jobs	1,000	1,343
Expansion Jobs	400	426
Company Visits	500	509
Partner Referrals	100	100
Incentive-based Revitalization Investment *		
Downtown	\$5 million	\$12 million
Other Areas	\$1 million	n/a
Façade Improvement Projects	5	13
International Supplier Development Program		
Maquila Suppliers in Matrix	75	98
Corporate Maquila Visits	15	15
Technology *		
Emerging Technology Fund Applications	5	4

* — New Performance Outputs

FY 2008 Budget

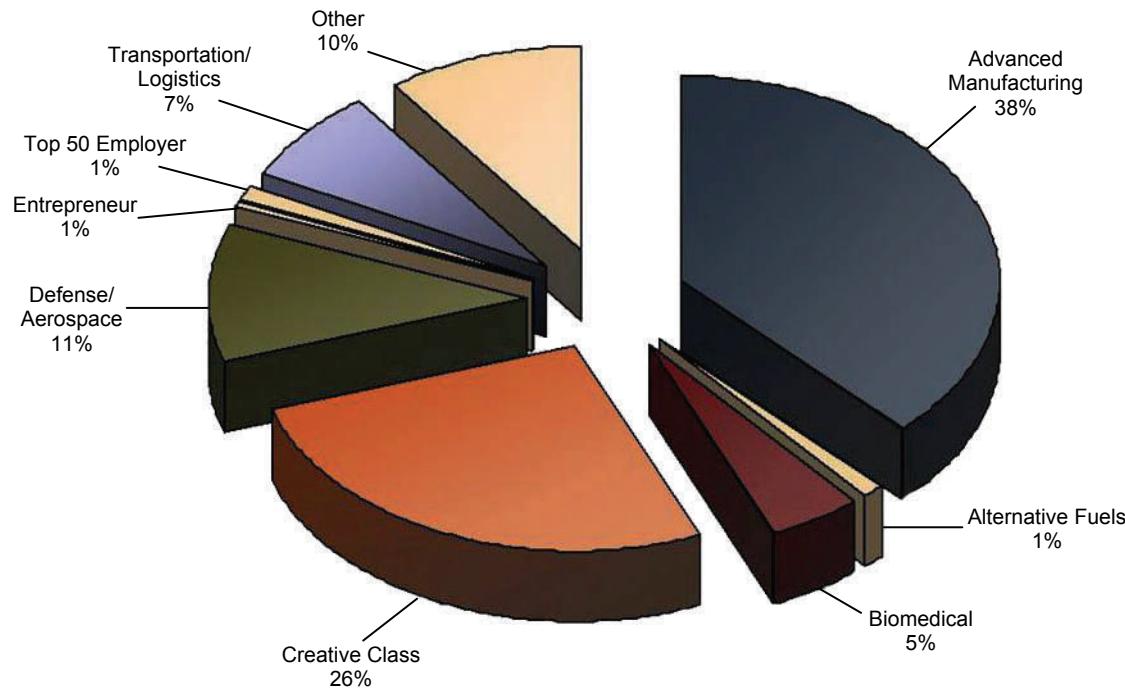
	<u>FY2008</u>	<u>FY2009</u>
Personnel (14.78 FTEs)	\$1,009,322	\$959,370
Operations & Supplies	\$87,752	\$82,711
Contractual Services	\$424,212	\$302,712
Outside Contracts		
Project ARRIBA	\$250,000	\$275,000
REDCo	\$200,000	\$200,000
Hispanic Chamber	\$90,000	\$90,000
Totals	\$2,061,286	\$1,909,793
Tax Incentives	\$950,000	\$361,673
TIRZ	\$0	\$111,000

Business Retention & Expansion

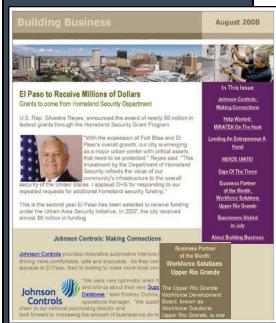
It is estimated that 80% of job growth is from expansion of existing businesses. Each year we visit targeted local businesses to find out if they will be growing, and to identify any barriers to growth that they have. This strategy allows us to work with our partners in the community to remove these barriers to growth for the companies we visit, and to address these barriers across the city for the benefit of all El Paso businesses.

FY 2008 BR & E Visits

509 Companies Reporting



department publication



Building Business
A monthly online newsletter detailing the City's efforts to grow and expand local businesses. It has a monthly distribution of more than 1,000.

We partner with many community organizations to help companies remove their barriers to growth, including:



Addressing Barriers to Growth

FY 2007 Top Barriers were:

- Skilled workforce
- Supplier development
- Permitting and planning



Workforce

The City of El Paso and the Upper Rio Grande Workforce Development Board were awarded a \$250,000 Department of Labor grant to formulate and implement a strategic workforce plan. This will help the region face the challenges of transformational growth due to Fort Bliss expansion, the opening of the Texas Tech Medical School, and the revitalization of Downtown El Paso and other distressed areas.

After identifying opportunities and challenges, we will set and achieve goals and objectives to improve how workforce dollars and workforce training are delivered in our community so that we can build a workforce for the future.

Some highlights of projected outcomes are:

- Technology — Map key institutional strategies and community capabilities for commercialization; create networks of industry leaders and target clusters for export-oriented entrepreneurs
- Entrepreneurship — Coordinate effort to deliver community resources
- Suppliers — Identify suppliers and key partners to develop supply chain connections and add value to the supply chain
- Workforce — Expand training in targeted industries and special demand occupations
- Education — Build education capacity in STEM (K-12)

This will help us to change the way workforce dollars and training are delivered in our region and build a workforce for El Paso's future.

Permitting & Planning

Facilitating the permitting process and helping businesses understand regulations can save businesses time and money. Our goal is to make this process as welcoming and responsive as possible.

Some projects that received the benefits of this assistance are:

- Cullers Caldwell — assisted with issues pertaining to permitting costs
- Dr. Dwayne Aboud — worked with Engineering and Legal on a contract for a baseball field near El Paso High School
- The El Paso Project (Karam Brothers) — assisted with building and zoning issues
- RBJ Electric — assisted an electrician in becoming a registered contractor
- The Outlet Shoppes at El Paso — worked on a cost estimate for a stop light at a nearby intersection
- ReadyOne Industries — worked with traffic engineering to improve ingress and egress for employees and lessen traffic impacts in the community

what
they're
saying...

"We discussed opportunities within the community and (Tom Ingle) pointed us toward the resources of El Paso Community College and the Hispanic Chamber of Commerce, as well as helping give some defense contract leads. I look forward to building a continued relationship."

— Mike Roth
Innovei International

Supplier Development

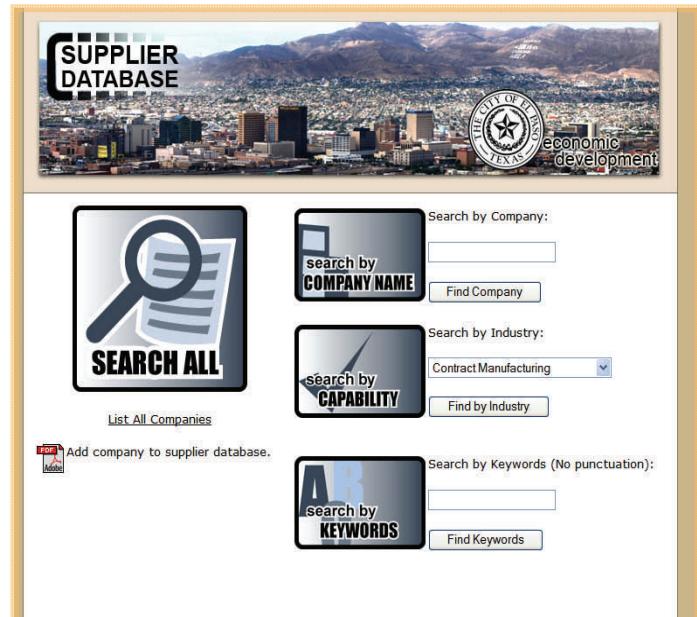
"Survey-based estimates from AMAC show Cd. Juarez maquilas consume \$8 billion worth of inputs. However, only two percent (\$160 million) are purchased from local suppliers . . . The small percent captured by the local market reveals the opportunity for developing a greater regional supply base."

— Cd. Juarez Manufacturing and El Paso Industry Linkages
Institute for Policy and Economic Development, May 2008

Our local manufacturers want to increase the share of goods sold to maquilas in Juarez. The Economic Development Department is working to help local companies take advantage of this billion-dollar opportunity in El Paso.

Working with our partners at the Regional Economic Development Corporation (REDCo), we have compiled a supplier database of more than 100 El Paso companies in critical supplier industries, such as metal stamping and plastic injection molding.

This database is now available online and we are proactively reaching out to the local maquila industry to educate them about the availability and capacity of local suppliers. Using quality local suppliers will enable maquilas to lower risk and transportation costs. We will continue to expand this program in the new fiscal year.



department publication



Border Business
A monthly online
Newsletter distributed
to local maquilas and
suppliers, giving them
links to local, national
and international news
articles that directly
affect their industry.

El Paso County

In 2008, the City entered into an interlocal agreement with the County to perform economic development services countywide. In addition to analyzing and monitoring incentive programs, the City is promoting programs only available in the county such as the Community Renewal District and looking to expand other programs across the county.



Economic Development Alliance

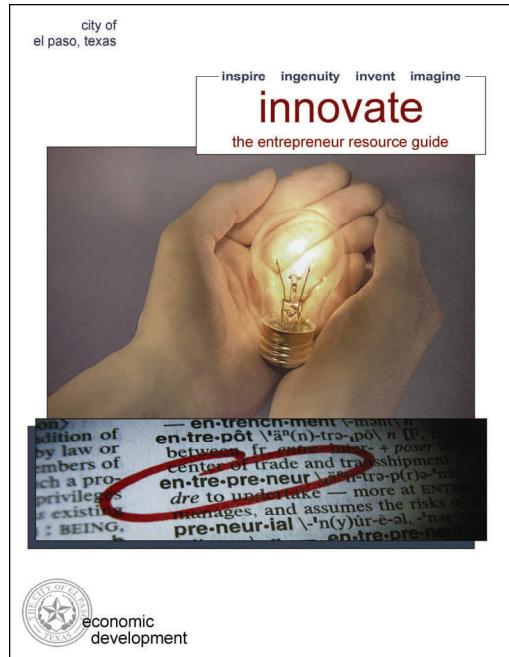
In 2008, the 16 top agencies and institutions involved in economic development in El Paso began meeting monthly to promote greater strategic and tactical collaboration between economic development stakeholders. Our mutual goal is to grow the regional economy by recruiting new businesses, retaining and expanding existing businesses and by developing a base of entrepreneurial companies.

Growing Our Own

Entrepreneur Resource Guide

We understand the importance of export-oriented entrepreneurship to the future of El Paso and have an abundance of resources to help entrepreneurs start and grow businesses. To make this information easy to access, the City of El Paso Economic Development Department has published an Entrepreneur Resource Guide.

The Resource Guide contains information on where local entrepreneurs can get assistance on starting a business in El Paso, writing a business plan, financing options, workforce and other essential issues. We appreciate the assistance of our partner organizations in this effort, as they are often the ones who end up assisting our local entrepreneurs. We will continue to focus on export oriented entrepreneurs, and find new ways to help them grow their businesses and improve our economy.



RCIC Business Technology Service Center

In August, City Council approved a \$12,500 grant to the TransPecos/El Paso Regional Center for Innovation and Commercialization in Downtown El Paso to create a technology business services center. This center will be a place where early stage technology firms from the U.S. and Mexico can receive the support they need to mature and grow.



City/County Revolving Loan Fund (RLF)

The RLF gave out nearly \$300,000 in loans in FY 2008. The loans are distributed for the purpose of creating new permanent jobs or permanently retaining existing jobs, primarily for low and moderate-income persons.

Coldstone Creamery	\$50,000
Gumball Party Room	\$16,060
Hicks & Company	\$40,000
Med Time Pharmacy	\$50,000
Reliant Labels	\$50,000
Cookie King	\$34,000
Paws & Hoofs	\$19,800

A total of seven loans equaling
\$259,860

"We used our loan for construction costs for the build out portion of our store located at 10555 Gateway West. Without the loan, we probably would not have been able to open this location, so the money was most appreciated and needed."

— Greg Cropp, Cold Stone Creameries

what
they're
saying...

"It was just me and my associate, Wanda Medina, when we started back in 1997.

Today, we have 20 employees and we're achieving our dreams as a business. We feel a business like ours needs all the help it can get. The RLF helped us come up with the down payment."

— Ricardo Aguilera
Reliant Labels

Exploring New Markets

Attracting Retirees and Future Retirees

The Economic Development Department partnered with the Paso Del Norte Group to study the potential for El Paso to become a retirement destination.



The study shows that El Paso:

- has not enjoyed the influx of retirees seen in other Southwest states.
- has an abundance of natural, cultural, educational and recreational attributes, in addition to the extremely favorable cost of living, that are likely to attract retirees.
- should focus on attracting retirees because each household is equivalent to 3.1 manufacturing jobs in its economic impact with comparatively little strain on community resources and infrastructure.
- has significant competition in the Southwest and other areas that are attractive destinations for retirees, have affordable housing, and have decades of a head start in attracting retirees.

Texas is the #2 Retiree Destination State in the United States

The retirement study recommended a four-year start-up retiree attraction program with a budget of approximately \$176,000 for the first 18 months.

The program set a realistic goal of attracting approximately 575 retiree households for the area within the first four years of the program. This estimate includes attracting an active adult community developer and on focusing attraction efforts on three areas: UTEP alumni, Fort Bliss retirees and tourists visiting our region.

Once established, the program is expected to attract more than 400 retiree households per year, which should increase through word of mouth as El Paso becomes known as a retirement destination.

At \$50,000 annual household income, 400 households will generate an additional \$20 million in funds deposited and spent in the area each year.



what they're saying...

"Being featured in *Building Business* gave me more credibility with people I've been discussing doing business with and some projects will come to fruition in 2008. I really believe the newsletter is a good source of information on what's happening in the local business scene, and it's also a good outlet to find networking opportunities with other business owners."

— Edson Gardea
Neomedia
Design Group

Attracting Quality Retail

The City's Economic Development Department contracted with Buxton, the leader in customer analytics for the retail industry, in an effort to bring more quality retail to El Paso to improve the quality of life for residents and build El Paso's reputation as a retail destination. In addition, these efforts should result in an increased tax base.

The study gave us market analyses on five trade areas, identified and profiled customers in two trade areas, matched national retailers to our customer base and provided customized marketing packages that we sent to retail matches.

We also used this information at the International Council of Shopping Centers annual conference in May 2008, where we marketed El Paso to more than 30 quality retailers not currently located in our market.

el paso texas...

mountains of opportunity.

three states, two nations...one economy

- ◆ One of the largest border cities in the world
- ◆ 6th-largest city in Texas; 21st-largest in the U.S.
- ◆ 25 million northbound border crossings in 2007
- ◆ 241,340 daily traffic count on Interstate 10
- ◆ 52% ↓ in home foreclosures for first quarter 2008

el paso facts:

City	Population (within 50 mile radius)
Los Angeles	14.5 million
San Diego	4.2 million
Phoenix	4 million
El Paso	2.2 million
San Antonio	1.9 million
Denver	1.8 million
Austin	1.5 million
Tucson	979,671

More than 60,000 households have incomes greater than \$50,000/year.

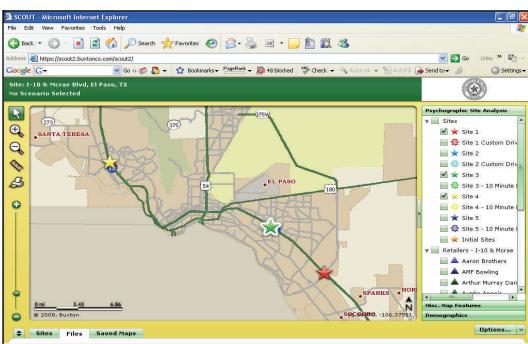
10th fastest-growing real estate market in the U.S.

More than 43,000 college students in the region.

Source: CNNMoney.com, May 2008

on the web: www.elpasotexas.gov/econdev
(915) 541-4670

email: herreraj@elpasotexas.gov
(915) 541-1316 — Fax



The Mexican Market

We conducted a study with UTEP to get a clearer picture of the impact Mexican shoppers have on El Paso's retail sales. Positioning El Paso on the retailer's radar as an attractive and unique retail location will undoubtedly help in our attraction efforts for quality retail in our community.

Among the findings from 109 El Paso retailers:

- Nearly 45% indicated that at least 50% of their customers are Mexican nationals
- 55% indicated more than 25% of their sales originate from Mexican consumers

what they're saying...

"Traffic control was a major issue for our employees. I suggested longer stop light access from James Watt on to Lee Trevino. The City quickly found a remedy that allowed the light to remain green longer.

This has enabled ReadyOne employees and employees from other local businesses to exit the area much quicker than before and not endanger their lives by trying to exit Goodyear Drive onto I-10."

— Tom Ahmann
ReadyOne Industries

Partnering

REDCo (Regional Economic Development Corporation)

From its inception in June 2004 through the end of January 2008, REDCo played a significant role in announcing over 6,800 jobs in El Paso and more than 11,000 in Ciudad Juarez -- surpassing its five-year goal a full 18 months ahead of schedule.



EL PASO REGIONAL ECONOMIC DEVELOPMENT CORPORATION
EL PASO • CIUDAD JUÁREZ • SOUTHERN NEW MEXICO
Where The World Gets To Work

- Announcements are coming from a variety of industry sectors including defense, automotive and a range of manufacturing support industries.
- Fort Bliss continues to be a primary economic driver for the region. We conservatively estimate growth will spur the creation of 24,000 additional jobs in the local economy.
- With the assistance of automotive consultant McCallum-Sweeney, we are developing mid- and long-term strategies to recruit additional automotive investment to the region.
- Fluor GLS was brought in as a consultant to help bring into focus the abundant opportunities for life sciences in El Paso.
- Media relations consultant Development Counselors International helped promote the overall benefits of doing business in our region. As a result of DCI's efforts in 2007 and 2008, positive articles have appeared in the U.S., Korea, Japan, Germany and the United Kingdom, bringing more than 2.6 million individual "views" to our region.

Project ARRIBA

(Advanced Retraining and Redevelopment Initiative in Border Areas)



Project ARRIBA is a workforce and economic development initiative supporting long-term, high-skilled training and case management for eligible El Paso residents who need to enhance their skills to access better jobs and build successful careers.

In FY 2008, Project ARRIBA had:

- a 96% retention rate for program participants
- 356 City participants training for demand occupations in nursing (66%), healthcare (18%), education (12%) and information technology (4%)
- assisted more than 76% of City participants who were at or below poverty levels
- enrolled six participants in the "Bridges to Success," ESL to Living Wage
- 87 participants graduated by Aug. 31, with 45 placed in jobs paying at least \$11/hour

El Paso Hispanic Chamber

EPHCC provides technical assistance and support to local small, minority and women-owned businesses for entrepreneurial and business development to enhance market growth and job creation.



In FY 2008, the Hispanic Chamber:

- assisted 121 businesses in various industry sectors, including micro enterprise and manufacturing suppliers
- created and/or retained 403 jobs
- gave procurement assistance to 58 businesses
- administered the City's Revolving Loan Fund program

department publication



ED Update

A monthly online Newsletter distributed to local, state and federal officials to keep them informed on economic development activities in El Paso and the region.

Incentivizing Businesses in El Paso



"We are proud to have become active participants within the community and have been delighted at our experience. Our growth is driven by a positive overall experience (in El Paso) and our ability to hire quality associates."

— Steve Penrose, ADP Senior Vice President

Investment

The City of El Paso's Incentives Policy targets companies creating jobs in El Paso and catalyst projects that will dramatically improve the economy. Our 380 grants rebate a portion of property taxes to businesses who qualify based on their investment and quality job creation.

The 380 Grant Agreements approved in FY 2008:

Company	Type	Jobs	Investment	Payroll	Incentive Per Year	Years	Incentive Cost Over Period
Champlain Cable	Mfg.	25	\$4.235 million	\$827,965	\$19,175	5	\$95,875
SBC Internet Services	Services	424	\$2.25 million	\$9,852,752	\$23,391	5	\$116,955
Global Alternative Fuels	Services	43	\$8.9 million	\$1,335,000	\$34,587	5	\$172,935
Copperfield	Mfg.	184	\$10.4 million	\$4,700,000	\$34,520	5	\$172,600
TOTAL		676	\$25.785 million	\$16,715,717	\$111,673		\$558,365

Neighborhood Empowerment Zones (NEZ)

This program was developed to attract private sector investment to targeted areas and is voluntary for property owners who choose to invest in their properties. Dyer Street and the Texas/Alameda Corridor are the pilot areas for the NEZ because they are undergoing economic change due to growth at Fort Bliss, the opening of the Texas Tech University's Paul L. Foster School of Medicine and Downtown redevelopment. Property owners who invest at least \$100,000 in their commercial properties in these zones will receive property tax incentives and development permit fee reductions for up to five years.

what
they're
saying...

"I asked (Pancho Mangan) if he could help me with a few items where I was having delays at the City. It amazed me the speed in which these items got resolved with the help of this office.

They have a friendly approach to business and have recognized the importance of these local companies who have invested precious time, effort and resources for the development of our economy."

— Lorraine Wardy Sarabia's

Green Building Grant Program

Up to \$400,000 is available to developers who use environmentally-sound, energy-efficient practices to build or renovate local commercial buildings and achieve LEED certification. LEED certification was developed by the U.S. Green Building Council and is the worldwide standard for environmentally-friendly, energy-efficient buildings. Grant amounts are:

	New construction	Qualified remodels*
LEED Certification	\$50,000	\$100,000
LEED Silver	\$100,000	\$200,000
LEED Gold	\$150,000	\$300,000
LEED Platinum	\$200,000	\$400,000

* For properties at least five stories, which have been 50% or more vacant at least 5 years

Downtown Revitalization

Tax Increment Reinvestment Zone (TIRZ) Advisory Board

The 14-person board began meeting in September 2007. Ten members of the board were appointed by the City, with the remaining four representing other taxing entities in the TIRZ (the Downtown Management District, El Paso County, El Paso Community College and Thomason Hospital). The TIRZ is a method of funding public investments in an area slated for redevelopment by recapturing, for a time, all or a portion of the increased tax revenue that may result if redevelopment stimulates private investment.

Downtown Property Values

Valuation Market Values	2006 Base Year	2008 **	Percent Difference
Original TIRZ	\$109,104,484	\$179,726,151	43.98%
TIRZ Addition *	\$211,016,795	269,990,741	45.06%
Total:	\$320,121,279	\$445,716,892	44.64%

* portion added to the TIRZ by Council action in Dec. 2007

** Not yet certified (as of Aug. 2008)

Current Downtown Projects



Mills Plaza District



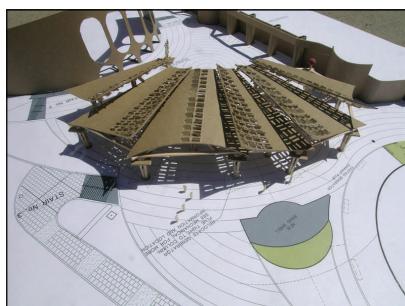
Doubletree Hotel



Federal Courthouse

el centro

A monthly newsletter distributed to every property and business owner in Downtown El Paso. The first issue was in December 2007.



Convention Center Cap Project



Fst Avenue Lofts



"El Paso is going into the 21st century with our running shoes on. Right now, this town is poised for takeoff."

— Jim Scherr
Wall Street Journal , July 28, 2008

Downtown Incentives

Sales Tax Rebate

In order to promote Downtown revitalization, a series of incentives have been initiated. The City's portion of sales tax on construction materials and labor for improvements and new construction is rebated to developers. A minimum expenditure of \$100,000 is required. The program sunsets in 2012.

Historic Tax Exemption

This citywide program is available for property owners of structures within a designated municipal historic district. There are nine historic districts in the city, with two of these overlapping the Downtown Plan area. City Council has also designated several areas within Downtown as Areas of Potential Effect, which are also eligible for this exemption. The program consists of a tax exemption for restoration/renovation of historic properties for exteriors and interiors, when done in conjunction with exterior work. The tax exemption is for the City's portion of property taxes.

Value of Improvements as compared to value prior to preservation on a percentage basis	Term (Years)
50% or more of assessed value	10
Between 40% and 49.99 % of assessed value	8
Between 30% and 39.99 % of assessed value	6
Between 20% and 29.99 % of assessed value	4

The value of the improvements are abated and the City continues to collect taxes on the preimprovement value of the property.

what they're saying...

"We were very optimistic when the City visited and told us about their new Supplier Database. We quickly sent it up the chain to our national purchasing director and look forward to increasing the amount of business we do locally."

— Randy Dubois
Johnson Controls

Development Application Fee Reductions

Several development permit fees for projects located within the TIRZ district are reduced. This program sunsets in five years on Aug. 31, 2012. Reductions vary for fees with most following a graduated percent reduction:

Year 1	FY 2007-08	100%
Year 2	FY 2008-09	80%
Year 3	FY 2009-10	60%
Year 4	FY 2010-11	40%
Year 5	FY 2011-12	20%

Graduated Fee Reductions

- Grading permit-clearing and access
- Vacation of recorded subdivision
- Vacation of public easement
- Special Permit
- Detailed Site Development Plan

- Subdivision
- Resubdivision
- Metes and bounds dedication of a public easement or right-of-way
- Rezoning

Flat 25% fee reductions (sunsets in 2012)

Off-premise sign demolition, demolition of any building or structure, plan check, sign permit

Rezoning for Historic Designation

No fee for properties seeking historic designation, or an H-overlay, via a rezoning application. This is a permanent provision available citywide.

Building Permits for Properties with Historic Designation (H-overlay)

100% reduction in the plan checking fee for properties with a historic designation (historic zoning overlay).

Assistance is also available for the following programs:

- International Existing Building Code, which makes rehabilitation of older existing buildings easier
- Zoning code mixed use district and infill overlay
- Economic Development Department incentives for significant investments in capital and labor in Downtown El Paso

Façade Improvement Grant Program

Provides grant funding to existing business and/or property owners to encourage renovation and rehabilitation of the exterior of buildings in the Downtown area. Funding for the program was provided by the Downtown Management District and the City of El Paso. The program provided reimbursable grants on a dollar-to-dollar match up to \$10,000 for approved improvements that restore, rehabilitate, enhance or beautify a structure. A total of 13 Façade Improvement projects were approved in 2008.

what they're saying...

"I went into the Economic Development Department looking for all the help I could get. They gave me vital information. Later, when I had a plumbing problem at one of my sites, they put me in touch with their ombudsman who really helped me out."

— Albert Anchondo
Charlie's Cafe

Façade Improvement Grant Properties



320-326 S. El Paso Street
\$3,450



315 S. El Paso Street
\$10,000



504 W. San Antonio Ave.
\$16,035

Word on “the Street”

Economic Development

THE JOURNAL REPORT

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THE WALL STREET JOURNAL

Monday, July 28, 2008 R3

Success Stories

A look at seven places that took different approaches to economic development—and came out ahead



KALAMAZOO, MICH. *Educate and business will come,* R3



EL PASO, TEXAS *Local investors lead the way,* R3

With a Little Help From Its Friends

The ongoing effort to revitalize Downtown El Paso caught the eye of one of the world's leading publications, the *Wall Street Journal*. The newspaper featured the City's redevelopment efforts in a July 28, 2008 report on seven places around the world that "took different approaches to economic development — and came out ahead." Also featured were Kalamazoo, Mich.; Kobe, Japan; Wismar, Germany; Omaha, Neb.; and rural Kentucky. The article details how El Paso's Downtown revitalization plan differs from past efforts because of the involvement of major local investors and the establishment of a Real Estate Investment Trust for investment.

Other publications which featured our economic development efforts in FY 2007 include:

Dallas Morning News

"Massive Fort Bliss Expansion Revitalizing Outlook for El Paso," March 2, 2008

CNNMoney.com

"Where the Growth Is — and Isn't," May 12, 2008 (El Paso: 3rd fastest-growing real estate market)

USA Today

"El Paso: Home Sales Future Looks Promising," May 20, 2008

The Economist

"The Promise and Problems of El Paso," June 26, 2008

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Economic Development Director



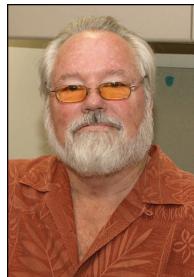
Luci Ponticelli
Economic Development Manager



Verónica Rosales-Soto
Redevelopment Manager



Javier Gadney
Business Services
Coordinator



Mark Grissom
Development
Coordinator



Jessica Herrera
Economic Development
Specialist



Tom Ingle
Business Retention
Coordinator



Pancho Mangan
Technology Development
& Expansion



Renee Marquez
Clerical Assistant



George Novela
Research Coordinator



Lisa-Kay Riley
Administrative
Assistant



Rose Romero
Sr. Economic Development
Specialist



Victor Venegas
Economic Development
Coordinator

Contact us at (915) 541-4670 or email econdev@elpasotexas.gov for copies of any of the studies included in this Annual Report:

Buxton Study (retail attraction)
Cross-Border Retail Study
Phase II Downtown Implementation Study
Retirement Study
Ciudad Juarez Manufacturing
and El Paso Industry Linkages Study
UTEP Student Survey